

# Plan Management & Implementation

The successful implementation of the Center City Plan will require the buy-in, commitment, and participation of a large number of groups and individuals. The City alone can not be expected to implement the many goals and strategies contained in the Plan. The public and private sectors must share in the responsibility of ensuring that Downtown Asheville reaches its considerable potential. The City of Asheville, Buncombe County, the Asheville Downtown Commission, and the Asheville Downtown Association should all play key roles in implementation efforts. Additionally, Downtown property and business owners, private developers, Downtown residents, various non-profit organizations, and other entities must all be active participants.

Establishing consensus and community awareness regarding the vision, goals, and strategies contained in the Plan is a necessary first step. The commitment of the public and private sectors is critical to ensuring that future public and private development, infrastructure improvements, policy decisions, and other actions are consistent with the Plan. The City Development Office, with guidance from the Asheville Downtown Commission, should serve as the central agency charged with coordinat-

ing implementation efforts.

The vision described in the Plan is ambitious. It is essential, therefore, to pursue creative financing mechanisms, new incentives, public/private partnerships, and other tools to facilitate implementation efforts. Business and property owners are encouraged to explore creative opportunities as a means to fund Downtown improvements that are of particularly high-priority to the Downtown community.

The following implementation matrix outlines the Plan's goals and strategies, identifies the primary parties responsible for implementing each strategy, and assigns priorities (and in some cases time frames) for carrying out each strategy.

## Periodic Review and Monitoring

The City Development Office, with input and guidance from the Asheville Downtown Commission, will monitor Plan implementation efforts and will periodically review the Plan's goals and strategies to ensure that the Center City Plan responds to changing conditions, addresses new challenges and opportunities, and continues to reflect the community's vision for Downtown.

"Never doubt that a small group of thoughtful committed citizens can change the world: indeed, it's the only thing that ever has."

Margaret Mead

<b>ECONOMIC DEVELOPMENT</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<b>Goal I:</b> Attract a diverse range of new businesses and uses to ensure a balanced and lively Downtown marketplace.	<b>City Development</b> <b>Downtown Commission</b> <b>Economic Development</b> <b>Downtown Association</b> <b>Chamber of Commerce</b> <b>Community Development</b> Buncombe County	Ongoing	Various
Strategy 1. Analyze the use of Downtown space to identify all missing or under-served functions (these may include services for local residents, high-tech/knowledge based businesses, and family oriented activities and attractions) .	<b>City Development</b> Economic Development Downtown Association Downtown Commission Chamber of Commerce	2003-2004	Administrative
Strategy 2. Develop partnerships and strategies aimed at recruiting targeted uses that fill niches in the Downtown economy and job base.	<b>City Development</b> <b>Economic Development</b> Chamber of Commerce	2003, Ongoing	Various
a. Actively pursue the creation of new incentives and other economic development “tools” available for business recruitment.			
b. Assist the private sector in land assemblage and/or use publicly-owned property suitable for targeted uses and make them available at favorable rates.			
c. Provide targeted uses as a component of public/private catalytic development projects.			
d. Develop marketing products specifically aimed at attracting targeted uses.			
Strategy 3. Identify, encourage and support opportunities for new development in the Downtown.	<b>City Development</b> <b>Downtown Commission</b> Economic Development Buncombe County Chamber of Commerce	2003, Ongoing	Various
a. Identify under-utilized parcels of land and facilitate or encourage their development. These tend to be vacant lots, surface parking lots, or properties where the value of the land is higher than the value of any buildings or other improvements.	<b>City Development</b> <b>Downtown Commission</b> Economic Development Buncombe County Chamber of Commerce	2003, Ongoing	Various

ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
b. Develop a long-range plan for City- and County-owned properties and when appropriate, use them for economic development or public/private catalytic projects.	<b>City Development Downtown Commission</b> Economic Development Buncombe County Chamber of Commerce	2004, Ongoing	Various
c. Explore the creation of a City Land Bank Program to assemble properties for development (land assemblage is often a barrier to Downtown development).			
d. Ensure adequate infrastructure for future development.			
e. Continue to encourage/promote mixed-use development in order to maximize development opportunities.			
f. Develop strategic plans for areas with particularly strong development potential.			
g. Support ongoing and future catalytic projects.			
Strategy 4. Provide an improved level of services for Downtown developers, investors, and business owners.	<b>City Development</b>	2004, Ongoing	Administrative
a. Provide an enhanced one-stop information center in the City Development office, with information concerning incentives, demographics, economics, and real estate.			
b. Provide a listing of available property.			
c. Serve as a link between the public and realtors, providing appropriate information.			
d. Track Downtown data including business creation, jobs, and development.			
e. Educate and assist property owners, developers, and architects regarding City policies, regulations, permitting processes, and design guidelines.			
f. Improve coordination and communication regarding public infrastructure projects.			
Strategy 5. Encourage the development of a comprehensive marketing program highlighting Downtown's unique assets and strengths as a business location, tourist, shopping, and entertainment destination, including livability, convenience, and abundance of high-tech infrastructure.	<b>Downtown Association Chamber of Commerce</b> Downtown Commission City Development	2004-2005	Focus Groups
Strategy 6. Increase and diversify Downtown's residential population to expand the market for Downtown business.	<b>City Development Community Development</b>	2004, Ongoing	Administrative

ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<b>Goal II. Actively work to retain existing Downtown businesses and foster their continued success and growth.</b>	<b>Downtown Association</b> <b>City Development</b> <b>Downtown Commission</b> <b>Engineering</b> <b>Parking Services</b> Community Development Economic Development Public Works Building Safety Parks & Recreation Transit Graffiti Taskforce	Ongoing	Various
Strategy 1. Develop/provide new methods to retain existing businesses and to support their expansion.	<b>Downtown Association</b> <b>City Development</b> Community Development Economic Development	2004, Ongoing	Various
a. Storefront improvement grants/loans.			
b. Expansion loans.			
c. Use of Community Development Block Grant funds where appropriate for job creation.			
d. Provide an improved level of service for Downtown developers, investors, and business owners.			
e. Investigate and lobby for the passage of state enabling legislation, including tax abatement programs and tax increment financing.			
Strategy 2. Improve relations between the City and Downtown merchants and property owners.	<b>City Development</b> <b>Downtown Commission</b> Downtown Association Engineering Public Works Building Safety Parks & Recreation	2003, Ongoing	Administrative; Public Forums
a. Analyze City policies, regulations, fees, and permitting processes to identify potential changes, which would result in increased business friendliness.			
b. Coordinate public construction projects to minimize business disruption and public inconvenience.			
c. Create a mechanism to notify businesses about City services, infrastructure improvements, and large construction projects.			
d. Hold periodic Downtown neighborhood meetings to identify and resolve Downtown issues.			

ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 3. Develop a long-range parking plan for the Downtown area	<b>Engineering Parking Services</b> City Development Downtown Commission Downtown Association Transit	2004-2006	Focus Groups; Public Forums; Public Hearings
a. Address future parking needs.			
b. Reduce the demand for parking by incenting other transportation options.			
c. Address loading issues, and pursue shared parking options.			
d. Accelerate development of strategically located parking decks.			
e. Continue public relations about parking decks and rates.			
f. Use parking rates and policies to carry out overall policy rather than revenue service.			
Strategy 4. Maintain and improve overall Downtown livability to encourage business retention (see Goal V, below).	<b>City Development</b> Downtown Commission Historic Resources Commission Public Works Downtown Association Parks & Recreation Police Department Pedestrian & Bike Taskforce Grafitti Taskforce	Ongoing	Various
Strategy 5. Property and business owners are encouraged to look for creative opportunities to fund Downtown improvements that are over and above what the City can provide, which will enhance businesses viability.	<b>Downtown Association</b>	2004-2006	Various
<b>Goal III.</b> Ensure adequate infrastructure to meet the needs of current users and accommodate future downtown growth and development	<b>Public Works Engineering</b>	Ongoing	Various
Strategy 1. Work with infrastrucutre providers to develop a comprehensive Infrastructure Improvements Plan for Downtown.	<b>Public Works Engineering</b>	2004-2006	Various
a. Assess existing and future infrastructure needs.			
b. Identify necessary infrastructure upgrades and prioritize improvements.			
c. Seek opportunities for public/private partnerships to fund improvements.			
Strategy 2. Improve coordination and communication between City departments and utility providers regarding infrastructure requirements and planned improvements.	<b>Public Works</b>	Ongoing	Administrative

ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<b>Goal IV.</b> Reinforce Downtown's status as a premier destination on par with other local attractions	<b>City Development</b> <b>Downtown Association</b> <b>Downtown Commission</b> <b>Chamber of Commerce</b> Tourism Development Authority City Council Arts Council Engineering Transit Buncombe County Pack Square Conservancy Economic Development Pedestrian & Bike Taskforce Greenway Commission	Ongoing	Various
Strategy 1. Encourage the development of a comprehensive marketing campaign, promoting Downtown as a destination for tourists and area residents.	<b>Downtown Association</b> <b>Chamber of Commerce</b> City Development Tourism Development Authority	2004-2006	Focus Groups
a. Develop partnership with Chamber of Commerce, Asheville Downtown Association (Downtown Association), the City and others to create and sustain marketing efforts.	<b>Downtown Association</b> <b>Chamber of Commerce</b> City Development Tourism Development Authority		
b. Ensure that Downtown is prominently featured in state and regional marketing efforts.			
c. Emphasize the wide variety and diversity of Downtown attractions, thereby encouraging single destination shoppers and visitors to become multi-destination shoppers and visitors.			
Strategy 2. Actively work to retain and strengthen existing Downtown attractions such as the Civic Center, Thomas Wolfe Auditorium, Pack Place, etc.	<b>Downtown Commission</b> <b>City Council</b>	Ongoing	Various
Strategy 3. Renovate and upgrade the Asheville Civic Center in its present location.	<b>City Council</b>	2003-2010	Various

ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 4. Encourage the development of new tourism products, including attractions that are geared toward families	<b>Tourism Development Authority</b> Downtown Association City Development Buncombe County Pack Square Conservancy Parks & Recreation	2004, Ongoing	Various
a. Assemble key partners including the Asheville Downtown Association, Tourism Development Authority, the City, and County to identify opportunities for new Downtown attractions.			
b. Attract tour company to provide tours of “Historic Downtown Asheville” by trolley, van or other.			
c. Include kid friendly designs at Pack Square and other parks and public spaces.			
Strategy 5. Develop a Park Once and Wayfinding program, which enables visitors to quickly identify a parking facility and, using a system of color-coded directional signage, easily walk to any Downtown destination (see Transportation on page 72).	<b>City Development</b> Downtown Association Downtown Commission Engineering Public Art Board Arts Council Transit Parking Services	2004-2006	Focus Groups; Public Forums; Charrettes
a. Coordinate with marketing campaign and brochures.			
b. Integrate program with subdistricts (see Subdistricts on page 70).			
Strategy 6. Improve connections and accessibility within Downtown and to surrounding neighborhoods and destinations.	<b>Engineering Transit</b> City Development Economic Development Pedestrian & Bike Taskforce Parking Services Greenway Commission Parks & Recreation Public Works	2004, Ongoing	Various
a. Create a Downtown shuttle that circulates around Downtown, providing easy access to parking areas, offices, shopping, and dining destinations and government buildings.			
b. Increase transit frequency to and from Downtown.			
c. Improve multi-modal connections to the River and Biltmore Village.			
d. Accelerate the development of strategically located parking decks.			
Strategy 7. Promote and strengthen Downtown as an “arts and entertainment district,” showcasing the rich variety of cultural and entertainment amenities.	<b>Downtown Association Arts Council</b> City Development Public Art Board Convention and Visitors' Bureau Parks & Recreation	2004, Ongoing	Various
a. Include arts emphasis in marketing campaigns and brochures.			
b. Encourage coordination of efforts between Arts Council, Public Art Board and other related organizations.			
c. Continue ongoing programs that support the arts and garner corporate support.			

ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 8. Strengthen and continue to create a strong, positive identity and sense of place that will naturally draw visitors and local residents alike (see Physical Environment on page 46).	City Development Downtown Commission Downtown Association Engineering Public Works Tourism Development Authority Public Art Board Chamber of Commerce Parks & Recreation Quality Forward	Ongoing	Various
<b>Goal V.</b> Preserve and enhance the quality and character of Downtown's physical and social environment.	<b>City Development</b> <b>Downtown Commission</b> <b>Historic Resources</b> <b>Commission</b> <b>Public Works</b> <b>Engineering</b> <b>Downtown Association</b> Parks & Recreation Police Department Pedestrian and Bike Taskforce Grafitti Taskforce City Council Pack Square Conservancy	Ongoing	Various
Strategy 1. Preserve and protect Downtown's wealth of historic buildings (see Design and Appearance: Historic Preservation on page 49).	<b>Historic Resources</b> <b>Commission</b> <b>City Development</b> Planning Services	Ongoing	Administrative; Public Meetings
Strategy 2. Encourage high quality compatible design in new construction projects (see Design and Appearance: New Construction on page 50).	<b>Downtown Commission</b> <b>City Development</b>	Ongoing	Administrative; Public Meetings



ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 3. Strengthen the pedestrian experience.	<b>Public Works</b> <b>City Development</b> Engineering Economic Development Pedestrian & Bike Taskforce Fire and Rescue Department	2003-2008	Administrative; Public Meetings
a. Continue to develop quality streetscape amenities.			
b. Repair or construct new sidewalks where needed.			
c. Promote pedestrian right of way education by designating Downtown as a Pedestrian Friendly Zone and accompanying signage.			
d. Improve pedestrian circulation patterns, particularly with respect to street crossings.			
Strategy 4. Property and business owners should look for creative opportunities to fund Downtown improvements over and above what the City can provide that will enhance appearance, cleanliness, and safety.	<b>Downtown Association</b>	2004-2006	Various
Strategy 5. Create public-private partnerships to manage ongoing downtown social issues, including graffiti, vandalism, loitering and panhandling.	<b>Downtown Association</b> Police Department City Development Graffiti Taskforce	Ongoing	Various
Strategy 6. Continue to develop quality open space and parks (see Public Spaces: Parks on page 55).	Parks & Recreation City Development Public Works City Council Pack Square Conservancy Engineering Downtown Commission	Ongoing	Various
<b>Goal VI.</b> Increase cooperation and communication between organizations involved in Downtown economic development.	<b>Economic Development</b> <b>Downtown Commission</b> <b>City Development</b> <b>Buncombe County</b> <b>Division of Community Assistance</b> City Council Planning Services Federal Government	Ongoing	Various

ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 1. Form a committee comprised of representatives from various agencies and organizations to focus on Downtown economic development efforts.	<b>Economic Development Downtown Commission</b> City Development Sustainable Economic Development Taskforce City Council Downtown Association	2003-2004	Various
a. Identify areas of responsibility to eliminate duplication of efforts.			
b. Implement Economic Development section of the Center City Plan.			
Strategy 2. Analyze all publicly owned property for appropriate use to maximize benefits to both the public and private sectors.	<b>City Development Buncombe County Planning Services</b>	2003-2008	Administrative; Public Meetings
a. Locate public sector facilities in existing City-County complex area to minimize impact and maximize efficiency.			
b. Look for "joint use" opportunities for public sector facilities.			
c. Transfer public sector properties that are better suited for private development into private ownership and under appropriate development.			
Strategy 3. Encourage the State and Federal governments to adopt and implement policies to locate State and Federal offices in the Downtown.	<b>Division of Community Assistance</b> Federal Government Downtown Commission	2003-2006	Administrative; Various

HOUSING & RESIDENTIAL DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<b>Goal I.</b> Substantially increase the number of people living Downtown and in nearby neighborhoods	<b>City Development</b> <b>Downtown Association</b> <b>Planning &amp; Development</b> Economic Development Parks & Recreation Community Development Public Works Downtown Commission Parking Services Fire and Rescue Department	Ongoing	Various
Strategy 1. Continue to improve the physical, social and cultural environment of Downtown, making it the Center City an increasingly desirable place to live.	<b>City Development</b> Parks & Recreation Public Works Downtown Commission Parking Services	2003, Ongoing	Various
a. Support the Pack Square Renaissance Project.			
b. Provide pocket parks and improved landscaping in each Downtown district.			
c. Explore the development of a new park or large public space at the western end of Patton Avenue.			
d. Connect parks and public spaces with attractive, functional streetscapes.			
e. Provide a high level of maintenance in the public realm, including streets, sidewalks, and parks.			
f. Improve the design review process to help ensure a quality built environment for both existing and new construction.			
g. Address the parking needs of Downtown residents. Seek opportunities for the shared use of parking facilities—serving business needs during the day and residential needs at night.			
Strategy 2. Encourage the continued development of residential units on upper floors of existing buildings.	<b>City Development</b> Economic Development Fire and Rescue Department	Ongoing	Administrative
Strategy 3. Encourage new construction of housing in Downtown and adjacent areas	<b>City Development</b> Economic Development Community Development Planning & Development	Ongoing	Administrative
a. New construction in the Downtown core and gateway areas should incorporate retail or other active uses at ground level.			

HOUSING & RESIDENTIAL DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
b. New high-density single-use residential construction is appropriate in the area south of Hilliard and at the western end of Downtown.	<b>City Development</b> Economic Development Community Development Planning & Development	Ongoing	Administrative
c. Provide residential uses as a component of public/private catalytic development projects.			
d. Assist in the assembly of land for residential projects.			
e. Encourage a wider mix of housing types and products in the Downtown area.			
f. Investigate economic incentives for targeted types of housing.			
g. Support efforts to redevelop the West-End/Clingman Avenue neighborhood as described in the WECAN Plan.			
Strategy 4. Review existing zoning and building code provisions in areas surrounding Downtown and remove regulatory hurdles to residential development.	<b>City Development</b> <b>Planning &amp; Development</b> Downtown Commission	2003-2004	Administrative; Public Meetings
Strategy 5. Develop incentives to increase residential densities in surrounding areas, particularly along gateway corridors.	<b>City Development</b> <b>Planning &amp; Development</b>	2003-2005	Administrative; Public Meetings
Strategy 6. Improve public awareness that Downtown is a safe, vibrant, viable neighborhood.	<b>Downtown Association</b> Downtown Commission	2003, Ongoing	Administrative; Focus Groups
a. Develop marketing programs to improve the public perception of Downtown and to attract new Downtown residents.			
b. Form a Downtown neighborhood association as a member of the Coalition of Asheville Neighborhoods to represent the interests of Downtown residents.			
<b>Goal II.</b> Provide a range of housing options to attract an economically and socially diverse population.	<b>City Development</b> <b>Community Development</b> <b>Building Safety</b> Fire and Rescue Department		
Strategy 1. Pursue changes in the State Building Code that may reduce the costs of developing Downtown housing.	<b>Building Safety</b>	2004-2006	Administrative

HOUSING & RESIDENTIAL DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 2. Encourage the development of “affordable” or middle-range housing in the Downtown area.	<b>City Development</b> <b>Community Development</b>	2004, Ongoing	Various
a. Identify the market that is currently under-served in the Downtown area.			
b. Acquire properties and/or use existing City-owned properties suitable for housing and make them available at favorable rates for the development of housing for targeted market.			
c. Provide “affordable” or mid-range residential units as a component of public/private catalytic development projects.			
d. Educate developers about programs, grants, and credits available for building affordable housing.			
e. Make information about vacant or under-utilized land readily available to housing developers.			
f. Explore new models for home ownership, e.g., co-ops, co-housing, etc.			
g. Explore the creation of incentives and/or creative financing mechanisms for the development of affordable and mid-range housing.			
h. Utilize Housing Trust Fund monies for the development of affordable housing in the Downtown area.			
Strategy 3. Use local, state and federal subsidies to preserve and improve housing units Downtown that are affordable to very low-income people, including those with special needs.	<b>Community Development</b>	2003, Ongoing	Administrative
<b>Goal III.</b> Improve the Overall Livability of Downtown Asheville	<b>City Development</b> <b>Public Works</b> Economic Development Community Development Parks & Recreation Downtown Commission Downtown Association Parking Services Quality Forward Engineering	Ongoing	Various

HOUSING & RESIDENTIAL DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<p>Strategy 1. Encourage the development of a complete range of goods and services to meet the needs of Downtown residents. A grocery store and a hardware store have been identified as primary needs.</p> <p>a. Assemble statistical, demographic, and marketing materials, which demonstrate a market for needed businesses.</p> <p>b. Identify those businesses needed to support a growing and diverse residential population.</p> <p>c. Explore the creation of incentives for the private sector to provide needed businesses.</p> <p>d. Acquire properties and/or use existing City-owned properties suitable for needed businesses and make them available at favorable rates for these uses.</p> <p>e. Provide needed businesses as a component of public/private catalytic development projects.</p>	<p><b>City Development</b> Economic Development Community Development</p>	2004-2006	Administrative; Focus Groups; Public Meetings; Public Hearings
<p>Strategy 2. Continue to improve the physical environment of Downtown, making the Center City an increasingly desirable place to live.</p> <p>a. Support the Pack Square Renaissance Project.</p> <p>b. Provide pocket parks, improved landscaping in each Downtown district.</p> <p>c. Explore the development of a new park or large public space at the western end of Patton Avenue.</p> <p>d. Connect parks and public spaces with attractive, functional streetscapes.</p> <p>e. Provide a high level of maintenance in the public realm, including streets, sidewalks, and parks.</p> <p>f. Improve the design review process to help ensure a quality built environment.</p> <p>g. Address the parking needs of Downtown residents. Seek opportunities for the shared use of parking facilities—serving business needs during the day and residential needs at night.</p>	<p><b>City Development</b> Parks &amp; Recreation Public Works Downtown Commission Parking Services</p>	2003, Ongoing	Various

HOUSING & RESIDENTIAL DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 3. Improve the safety and cleanliness of the Downtown environment.	<b>Public Works</b> City Development Quality Forward Downtown Association Downtown Commission	2003, Ongoing	Public Meetings; Administrative
a. Implement Quality Forward's "adopt a street" program to supplement City efforts at litter removal.			
b. Create public-private partnerships and support existing efforts to manage ongoing Downtown social issues including graffiti, vandalism, loitering, and panhandling.			
c. Property and business owners should look for creative opportunities to fund enhanced maintenance and beautification beyond what the City would ordinarily provide.			
d. Provide additional kiosks Downtown for posting handbills.			
Strategy 4. Improve and strengthen pedestrian connections and transit opportunities both within Downtown and between Downtown and surrounding neighborhoods.	<b>Public Works</b> Engineering City Development Transit	2004, Ongoing	Administrative; Public Meetings
a. Extend streetscape elements along streets that link Downtown with surrounding neighborhoods (Montford, West End/Clingman, East End) as a method of enhancing the pedestrian experience.			
b. Create new pedestrian connections where needed.			
Strategy 5. Improve relations between the City and Downtown residents by making City policies more resident friendly where feasible.	<b>City Development</b> Downtown Association	2004, Ongoing	Various

PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<b>Goal I.</b> Reinforce Downtown's mixed-use and compact pattern of development.	<b>City Development</b> Economic Development Planning Services Downtown Commission City Council	Ongoing	Various
Strategy 1. Encourage and promote infill development to fill existing gaps in the Downtown core.	<b>City Development</b> Economic Development Planning Services Downtown Commission	2003, Ongoing	Various
Strategy 2. Identify under-utilized parcels of land along key entrance corridors and encourage their development/redevelopment.	<b>City Development</b> Planning Services Economic Development	2003, Ongoing	Various
Strategy 3. Foster retail or other active uses at street level to stimulate pedestrian activity.	<b>City Development</b> Planning Services Downtown Commission City Council	2004, Ongoing	Administrative; Public Meetings; Public Hearings
a. Educate property owners, managers, and realtors on the benefits of active street level uses			
b. Require active uses on the first floor of any development that receives public funding.			
<b>Goal II.</b> Continue to preserve and enhance Downtown's wealth of historic buildings.	<b>City Development</b> <b>Economic Development</b> <b>Historic Resources Commission</b> Downtown Association Preservation Society	Ongoing	Various
Strategy 1. Pursue the creation of additional financial incentives for property owners to rehabilitate historic buildings, such as low interest loans and/or façade improvement programs.	<b>Economic Development</b> <b>Historic Resources Commission</b> City Development Downtown Association Preservation Society	2004-2006	Administrative; Public Meetings; Public Hearings
Strategy 2. Promote greater awareness of technical assistance available regarding preservation techniques.	<b>Historic Resources Commission</b> City Development Preservation Society	Ongoing	Administrative



PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 3. Educate the community and developers regarding the social and economic benefits of preserving historic structures.	<b>Historic Resources Commission</b> Preservation Society	Ongoing	Administrative; Focus Groups
Strategy 4. Identify key historic properties not yet designated as local historic landmarks and encourage their designation as such.	<b>Historic Resources Commission</b> City Development Preservation Society Downtown Commission	2004-2007	Administrative; Public Hearings
Strategy 5. Protect the historic fabric through infill development that is sensitive to the character of older buildings.	<b>City Development</b> Preservation Society	Ongoing	Various
<b>Goal III.</b> Ensure a high level of architectural quality in new buildings (new buildings should respect the historic context of Downtown and contribute to its unique sense of place but should be designed to reflect the period in which they are built).	City Development Economic Development Downtown Commission Planning Services	Ongoing	Various
Strategy 1. Educate owners and developers about the importance of high quality, compatible design.	City Development Downtown Commission	Ongoing	Administrative
Strategy 2. Establish a dialogue with architects/developers early in the design process to foster greater public/private collaboration in new development areas.	City Development Downtown Commission Planning Services	Ongoing	Administrative
Strategy 3. Amend the Central Business District (CBD) zoning district to include additional development standards that address siting, scale, massing, materials, and other elements that are fundamental to compatible new construction. A height limit should be established to prevent new construction that is out of scale with the existing pattern of development.	<b>City Development</b> Downtown Commission Planning Services	2003-2005	Administrative; Focus Groups; Public Meetings; Public Hearings

PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 4. Revise the Downtown Design Review Guidelines, especially with respect to new construction, to reflect the goal of encouraging contextual yet contemporary design of new structures.	<b>City Development</b> Downtown Commission Planning Services	2004-2005	Administrative; Focus Groups; Public Meetings; Public Hearings
Strategy 5. Expand the Downtown Design Review boundaries to incorporate the expanded Central Business District boundaries with the adjacent gateway corridors.	<b>City Development</b> <b>Downtown Commission</b> Planning Services	2004-2005	Administrative; Focus Groups; Public Meetings; Public Hearings
Strategy 6. Investigate the creation of economic and development incentives to ensure better quality design in Downtown.	<b>Economic Development</b> <b>City Development</b> Planning Services	2004-2006	Various
<b>Goal IV.</b> Provide a pedestrian environment that is pleasant, visually interesting, and welcoming to visitors.	<b>City Development</b> <b>Public Works</b> <b>Downtown Commission</b> Parks & Recreation Downtown Association Engineering Tourism Development Authority Public Art Board Chamber of Commerce Quality Forward Fire and Rescue Department	Ongoing	Various

PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 1. Establish a committee to assist the City in addressing streetscape and other public realm design issues.	<b>Downtown Commission</b> <b>City Development</b> <b>Public Works</b>	2004-2005	Various
a. Establish an overall policy for Downtown streetscapes.			
b. Update the Streetscape Plan. The plan should include an overall Downtown “vocabulary” of streetscape elements while encouraging variations in sub-districts to reinforce their unique qualities and sense of place.			
c. Establish a streamlined process for the review of streetscape projects.			
Strategy 2. In accordance with the revised Streetscape Plan and consistent with the streetscape policies, improve existing streetscapes and extend streetscape elements throughout Downtown.	<b>Public Works</b> City Development Planning Services Engineering	2005-2010	Administrative; Public Meetings; Focus Groups
Strategy 3. Seek opportunities to improve existing Downtown landscaping and to provide new landscaping where appropriate.	<b>Public Works</b> City Development Quality Forward Parks & Recreation	2005-2010	Focus Groups; Administrative
Strategy 4. Seek opportunities to integrate public art into streetscaping elements such as bus shelters, kiosks, and tree grates.	<b>City Development</b> <b>Public Works</b> Downtown Commission Public Art Board	2004, Ongoing	Focus Groups; Administrative
Strategy 5. Create a consistent, attractive and user-friendly Downtown signage program (see Wayfinding on page ).	<b>City Development</b> <b>Downtown Commission</b> Downtown Association Engineering Public Works Tourism Development Authority Public Art Board Chamber of Commerce	2004-2006	Various
Strategy 6. Assure strong communication and coordination between the various groups having an interest in the appearance of the public realm.	<b>City Development</b> Public Works Downtown Commission	Ongoing	Administrative
Strategy 7. Provide and maintain strategically located public restrooms.	<b>Parks &amp; Recreation</b> City Development Fire and Rescue Department	2006-2010	Focus Groups

PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<b>Goal V.</b> Create a network of well-designed parks and open spaces to serve the recreational and urban amenity needs of an increasingly vibrant Downtown.	<b>Parks &amp; Recreation</b> <b>Pack Square Conservancy</b> <b>Public Works</b> City Development City Council Engineering Downtown Commission	Ongoing	Various
Strategy 1. Improve and redevelop existing parks and public open spaces and continue a high level of maintenance.	<b>Parks &amp; Recreation</b> Pack Square Conservancy City Development	2003, Ongoing	Administrative
Strategy 2. Complete the Pack Square Renaissance Project.	<b>Pack Square Conservancy</b> City Development Parks & Recreation City Council Public Works Engineering	2004-2007	Various
a. Continue to educate the public regarding its historical and symbolic significance and the enormous benefits its redesign will offer the community.			
b. Facilitate fundraising necessary to achieve project construction.			
c. Continue the strong partnership and effective cooperation between the Pack Square Conservancy, City and County governments, and stakeholder groups.			
d. Ensure that infrastructure changes necessary to project completion are made.			
Strategy 3. Develop new parks and other public spaces in and adjacent to Downtown. Opportunities that should be actively pursued:	<b>Parks &amp; Recreation</b> City Development Downtown Commission	2005-2025	Various
** Locations along the Patton Avenue spine, including a large "gateway" park or plaza at the western end of the corridor. This public space should be designed to complement and stimulate a large private development project at this key gateway location.			
** The Sister Cities Park and other properties owned by the City on Beaucatcher Mountain. While these locations are outside Downtown, their development will provide a valuable amenity to Downtown residents and visitors, particularly if connected to Downtown by greenway trails.			
** Strategic locations within each Downtown subdistrict			
a. Assemble property suitable for the future development of parks and open spaces.			

PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
b. Encourage open space as a component of large catalytic development projects.	<b>Parks &amp; Recreation</b> City Development Downtown Commission	2005-2025	Various
c. Utilize a public/private model such as exists in the Pack Square Renaissance Project to aid and accelerate the development of new parks and open spaces.			
Strategy 4. In keeping with a Streetscape Plan, encourage the development of "pocket parks" in under-utilized portions of public and private property.	<b>Parks &amp; Recreation</b> Public Works City Development	2005, Ongoing	Focus Groups; Administrative
Strategy 5. Link the network of parks and open spaces through attractive tree-lined pedestrian streets.	<b>Public Works</b> Parks & Recreation City Development	2005, Ongoing	Administrative
<b>Goal VI.</b> Maintain existing public art and provide additional pieces at key locations as a means to reinforce Downtown's unique identity, humanize the environment, and celebrate Asheville's rich artistic heritage.	<b>Public Art Board</b> <b>City</b> <b>Development</b> <b>Arts Council</b> <b>Public Works</b> <b>Public Art Board</b> Parks & Recreation	Ongoing	Various
Strategy 1. Continue to maintain and promote the Urban Trail and other existing Downtown public art.	<b>Parks &amp; Recreation</b> <b>Arts</b> <b>Council</b> Public Art Board	Ongoing	Administrative
Strategy 2. Provide new public art at key locations, including gateway entrances into Downtown.	<b>Public Art Board</b> Downtown Commission City Development	2005, Ongoing	Administrative
Strategy 3. Ensure that the placement of public art is well coordinated and consistent with the Streetscape Plan and overall Downtown planning efforts.	<b>Public Works</b> <b>City Development</b> Public Art Board Downtown Commission	Ongoing	Administrative
<b>Goal VII.</b> Ensure adequate infrastructure to meet the needs of current users and to accommodate future downtown growth and development.	<b>Public Works</b> <b>Engineering</b> <b>Water Authority</b>	Ongoing	Various

PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 1. Work with infrastructure providers to develop a comprehensive Infrastructure Improvements Plan for Downtown.	<b>Public Works Engineering</b>	2004-2006	Various
a. Assess existing and future infrastructure needs.			
b. Identify necessary infrastructure upgrades and prioritize improvements.			
c. Seek opportunities for public/private partnerships to fund improvements.			
Strategy 2. Improve coordination and communication between City departments and utility providers regarding infrastructure requirements and planned improvements.	<b>Public Works</b>	Ongoing	Administrative
<b>Goal VIII.</b> Consolidate City and County government facilities and services in the existing government complex.	<b>City Development Planning Services Buncombe County City Council</b>	Ongoing	Various
Strategy 1. Develop a master plan for the government complex area to include the construction of new buildings to house current and future government facilities.	<b>City Development Planning Services Buncombe County</b>	2003-2005	Various
Strategy 2. Seek opportunities to relocate "satellite" City and County facilities into the government complex area and get public sector properties that are better suited for private development into private ownership and under appropriate development.	<b>City Development Planning Services Buncombe County</b>	2003, Ongoing	Administrative
Strategy 3. Maintain the City Development office in a central Downtown location, as it continues to be an integral part of Downtown development and revitalization.	<b>City Council</b>	Ongoing	Budget Process
<b>Goal IX.</b> Capitalize upon the special qualities and unique identity of Downtown "neighborhoods" by establishing formalized Downtown sub-districts.	<b>Downtown Commission City Development Downtown Association Arts Council Public Works Planning Services Engineering</b>	Ongoing	Various

PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 1. Work with the Downtown community to identify existing and proposed subdistricts, define their character, and delineate their boundaries.	<b>Downtown Commission</b> <b>City Development</b> Downtown Association Public Works	2004, 2005	Various
Strategy 2. Strengthen and accentuate the unique flavor and special qualities of Downtown sub-districts.	<b>City Development</b> Public Works Downtown Commission Downtown Association Planning Services	2004, Ongoing	Administrative
a. Incorporate variations in streetscape details that reflect the character of each sub-district.			
b. Encourage appropriate and complimentary land uses and building design in Downtown sub-districts.			
Strategy 3. Incorporate sub-district development and enhancement as a major goal in the development of a Downtown Wayfinding Program.	<b>Downtown Commission</b> <b>City Development</b> Downtown Association Public Works Engineering	2004-2006	Various
Strategy 4. Actively market the strong sense of place that distinct sub-districts provide to Downtown Asheville.	<b>Downtown Association</b> <b>Chamber of Commerce</b> City Development	2005, Ongoing	Various
<b>Goal X.</b> Transform gateways leading into Downtown to provide a positive, welcoming introduction to the Center City.	<b>City Development</b> <b>Planning Services</b> <b>Public Works</b> <b>Public Art Board</b> Downtown Commission Quality Forward CP&L	Ongoing	Various

PHYSICAL ENVIRONMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 1. Improve the visual quality of gateway corridors.	<b>Planning Services</b> <b>City Development</b> <b>Public Works</b> Downtown Commission Quality Forward CP&L	2004, Ongoing	Various
a. Develop new zoning districts and other tools to ensure that gateway corridors redevelop with an urban pattern of development consisting of well designed, multi-story buildings located close to the street.			
b. Improve landscaping and extend streetscape elements to provide a strengthened physical and visual connection between gateway corridors and the Downtown core.			
c. Work toward moving overhead utilities underground.			
d. Work towards removing inappropriate signage and structures.			
Strategy 2. Accentuate the primary points of entry into Downtown as a means to “announce” one’s arrival into the Center City.	<b>City Development</b> <b>Public Art Board</b> Downtown Commission Quality Forward Public Works Planning Services	2004, Ongoing	Various
a. Utilize public art, landscaping, and/or signage to mark the primary points of entry into Downtown.			
b. Integrate gateway signage into a comprehensive “Park Once and Wayfinding” program (See Park Once and Wayfinding on Page _ ).			
c. Seek opportunities to construct new buildings at key entry locations that are designed to architecturally reinforce one’s sense of arrival in the Center City.			



TRANSPORATION & ACCESSIBILITY			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<b>Goal I.</b> Improve and strengthen connections between Downtown and surrounding areas.	<b>Public Works</b> <b>Engineering</b> <b>Transit</b> City Development Planning Services	Ongoing	Various
Strategy 1. Improve and maintain existing pedestrian linkages between Downtown and adjacent neighborhoods and develop additional connections where necessary.	<b>Public Works</b> <b>Engineering</b> City Development	2004, Ongoing	Various
a. Improve existing sidewalks leading into Downtown.			
b. Ensure that any North Carolina Department of Transportation (NCDOT) project on I-240 or its interchanges include improved pedestrian and bicycle connections between Downtown and neighborhoods.			
c. Extend and improve streetscape and landscape elements along entry routes to facilitate pedestrian safety and movement.			
d. Improve the pedestrian bridge across S. Charlotte Street and identify locations for additional connections between Downtown and the East End/Martin Luther King neighborhood.			
e. Strengthen the pedestrian connection between Downtown and the West End/Clingman Avenue (WECAN) neighborhood and other areas along the French Broad River through sidewalk improvements and the construction of a multi-use greenway trail.			
Strategy 2. Improve and maintain vehicular connections into Downtown.	<b>Engineering</b> Planning Services Public Works	2004-2010	Various
a. Ensure that any North Carolina Department of Transportation (NCDOT) project on I-240 or its interchanges positively effect vehicular access to Downtown.			

TRANSPORATION & ACCESSIBILITY			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
b. Separate Patton Avenue and the Smokey Park Bridge from interstate traffic to reclaim land for community use and allow Patton Avenue to serve as an enhanced gateway into Downtown.			
c. Extend streetscape and landscape elements along Biltmore Avenue between Downtown, Mission-St. Joseph's Hospital and Biltmore Village to strengthen this important connection.			
Strategy 3. Increase transit use and frequency through corridors into and out of Downtown.	<b>Engineering Transit</b> City Development	2003-2005	Focus Groups; Administrative
<b>Goal II.</b> Increase and improve pedestrian and bicycle circulation.	<b>Public Works Engineering Pedestrian &amp; Bike Taskforce</b> City Development Downtown Commission Downtown Association Police Department Fire and Rescue Department	Ongoing	Various
Strategy 1. Improve the quality of the pedestrian realm to promote walking as the primary mode of transportation within Downtown (see Pedestrian Realm on page ).	<b>City Development Public Works</b> Downtown Commission Downtown Association Engineering Tourism Development Authority Public Art Board Chamber of Commerce Parks & Recreation Quality Forward	Ongoing	Various

TRANSPORTATION & ACCESSIBILITY			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 2. Prioritize and implement sidewalk improvement projects throughout Downtown.	<b>Public Works</b> Pedestrian & Bike Taskforce Engineering City Development	2003, Ongoing	Administrative; Focus Groups
a. Remove sidewalk obstructions such as utility poles.			
b. Repair sidewalks where needed.			
c. Bring intersection crossings and ramps into compliance with Americans With Disabilities Act standards.			
d. Add sidewalks wherever possible to develop a complete pedestrian network.			
e. Examine Downtown crosswalks for opportunities to improve pedestrian safety and movement through intersections.			
f. Address confusing traffic/pedestrian crossing at Pack Square/Biltmore.			
Strategy 3. Improve street and sidewalk cleanliness.	<b>Public Works</b> Downtown Association	2003, Ongoing	Administrative
Strategy 4. Promote Downtown as a pedestrian friendly zone, including signs at gateways (i.e. "You are entering Downtown Asheville, a pedestrian friendly zone; Pedestrians have the right of way at intersections").	<b>Pedestrian &amp; Bike Taskforce</b> Downtown Commission Engineering	2003-2006	Administrative; Public Forums
Strategy 5. Install appropriate traffic calming measures.	<b>Engineering</b> Public Works City Development Pedestrian & Bike Taskforce Police Department	2003-2006	Administrative; Public Forums
a. Install brick/raised crosswalks at busy intersections.			
b. Install bulbouts where appropriate.			
c. Plant additional street trees to serve as buffer between pedestrians and traffic.			
d. Enforce Downtown speed limits.			
Strategy 6. Improve the bicycle-friendliness of Downtown.	<b>Pedestrian &amp; Bike Taskforce</b> Engineering	2004-2006	Media; Focus Groups; Public Forums; Administrative
a. Educate the public (drivers and bicyclists) regarding bike laws.			
b. Provide additional bike racks Downtown.			
c. Encourage enforcement of traffic laws that promote bicycle safety.			
d. Use cable access channel as educational/promotional tool.			

TRANSPORATION & ACCESSIBILITY			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<b>Goal III.</b> Increase public transit usage, especially by daily commuters, to reduce reliance on automobiles and to lower parking demand.	<b>Transit</b> <b>Engineering</b> City Manager Public Art Board	Ongoing	Various
Strategy 1. Increase transit frequency and hours of operation.	<b>Transit</b>	2004-2010	Various
Strategy 2. Create a Downtown shuttle to facilitate internal circulation.	<b>Transit</b> City Development Engineering	2004-2007	Focus Groups
a. Link with parking facilities, major activity centers, and City transit system.			
b. Consider using a rubber-wheeled trolley to contribute to Downtown's unique character.			
Strategy 3. Improve transit stops and facilities.	<b>Transit</b> Public Art Board City Development	2004-2010	Administrative
a. Improve bus shelters and consider integrating public art into the design of new shelters.			
b. Provide benches and bus schedules at all stops.			
c. Integrate shelters, routes, and signage into wayfinding program.			
d. Encourage appropriate development surrounding the Transit Center, thereby supporting commuter needs.	<b>Transit</b> Public Art Board City Development	2004-2010	Administrative
Strategy 4. Develop incentives to encourage ridership.	<b>Transit</b> City Manager	2003-2005	Various
a. Promote existing "free zone".			
b. Work with employers to provide incentives for employees to use transit, such as a free pass. The City should set the example with the creation of its own program.			
Strategy 5. Implement Intelligent Transportation System (ITS) to allow transit easy passage through intersections and to coordinate traffic signals.	<b>Engineering</b>		
<b>Goal IV.</b> Improve vehicle circulation.	<b>Engineering</b> <b>Public Works</b> <b>City Development</b> <b>Planning Services</b> Fire and Rescue Department	Ongoing	Various

TRANSPORTATION & ACCESSIBILITY			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 1. Return Patton Avenue and College Street to their original two-way configuration.	<b>Engineering</b> <b>City Development</b> <b>Planning Services</b>	2004-2006	Public Meetings; Public Hearings
Strategy 2. Explore other opportunities to eliminate one-way streets. Battery Park and Spruce Street are candidates for conversion.	<b>Engineering</b> City Development Planning Services Fire and Rescue Department	2004-2006	Public Meetings; Public Hearings
Strategy 3. Consider the use of roundabouts in selected areas of Downtown to facilitate movement and to create place-making opportunities.	<b>Engineering</b> City Development Planning Services Fire and Rescue Department	2004-2010	Various
Strategy 4. Examine circulation pattern in the Eagle/Market Streets area to strengthen connections and foster revitalization of this important area.	<b>Engineering</b> Public Works City Development	2003, 2004	Public Meetings
Strategy 5. Prioritize and implement necessary street improvement projects.	<b>Public Works</b> Engineering City Development	2003, Ongoing	Administrative
a. Improve advance warning of turns, all turning lanes must be well marked.			
b. Provide timely pothole repair.			
c. Provide coordinated and advance warning of construction.			
<b>Goal V.</b> Ensure an adequate supply of convenient parking to support and foster the continued development of Downtown Asheville.	<b>City Development</b> <b>Engineering</b> <b>Parking Services</b> Transit Downtown Commission Public Works	Ongoing	Various

TRANSPORATION & ACCESSIBILITY			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 1. Accelerate the development of strategically located parking structures.	<b>Engineering</b> Parking Services City Development Economic Development	2003-2013	Administrative; Public Forums; Public Hearings
a. Complete the Grove Arcade Parking Deck by April, 2006.			
b. Develop structured parking at the corner of Biltmore Avenue and Aston Street as part of a public/private mixed use project. The structure should contain sufficient parking to serve Biltmore Avenue, the Eagle/Market Streets area, and the eastern end of the developing area south of Hilliard Avenue.			
c. Develop structured parking adjacent to City Hall to as part of a public/private mixed use project. The structure should contain sufficient parking to serve the City and County governmental complex as well as the Pack Square area.			
d. Acquire properties in long-term growth areas and "land bank" them for future structured parking.			
e. Seek opportunities to provide structured parking as a component of future public or private catalytic projects.			
Strategy 2. Seek opportunities to develop surface parking outside the Downtown core to serve the needs of Downtown employees and other long-term parkers.	<b>City Development</b> <b>Engineering</b> Transit Downtown Commission	2004-2006	Administrative; Focus Groups; Media; Public Forums
Strategy 3. Seek opportunities to provide additional on-street parking Downtown, especially in developing areas such as Coxe Avenue, Hilliard Avenue, and Biltmore Avenue south of Hilliard.	<b>Engineering</b> <b>City Development</b> <b>Parking Services</b> Public Works	2003, Ongoing	Administrative; "Neighborhood"/Public Meetings
Strategy 4. Utilize demand base rate structure to encourage the use of parking structures.	<b>Parking Services</b>	Ongoing	Administrative

TRANSPORTATION & ACCESSIBILITY			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<b>Goal VI.</b> Locate, design and manage Downtown parking so as to maximize efficiency, minimize negative impacts, and promote a positive image.	<b>City Development</b> <b>Planning Services</b> <b>Downtown Commission</b> <b>Parking Services</b> <b>Transit</b> Engineering Planning & Zoning Commission Downtown Employers Fire and Rescue Department	Ongoing	Various
Strategy 1. Discourage surface parking in the Downtown core and primary entrance corridors.	<b>Planning Services</b> <b>City Development</b> Downtown Commission	2004, Ongoing	Administrative; Focus Groups
Strategy 2. Revise development regulations to require surface parking lots to be screened from the street by landscaping and low walls constructed of urban materials.	<b>Planning Services</b> <b>City Development</b> Downtown Commission	2004-2005	Administrative; Public Forums; Public Hearing
Strategy 3. Revise development regulations to address the design and programming of Downtown parking structures.	<b>Planning Services</b> <b>City Development</b> Downtown Commission Planning & Zoning Commission	2004-2005	Administrative; Public Meetings; Public Hearings
a. Ensure quality architectural design for all parking structures.			
b. Require parking structures in the Downtown core and primary entrance corridors to be “wrapped” with retail or other pedestrian generating use at street level.			
Strategy 4. Address loading and delivery issues to minimize negative effects on traffic congestion and parking availability.	<b>Downtown Commission</b> <b>City Development</b> Engineering Parking Services Fire and Rescue Department	2003-2004	Administrative; Public Meetings; Public Hearings
a. Plan and provide loading zones within each block, taking into account the specific needs associated with various businesses.			
b. Provide strict enforcement of loading zones to improve their effectiveness.			
c. Explore the possibility of restricting the hours during which deliveries are allowed and the size of delivery vehicles.			
d. Provide passenger unloading zones where appropriate.			

TRANSPORATION & ACCESSIBILITY			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 5. Develop incentive programs that encourage Downtown employees to utilize parking decks or use public transit, thereby reducing parking demand.	<b>Transit Parking Services</b> City Development Downtown Employers	2004-2007	Administrative; Media
Strategy 6. Market the availability of Downtown parking to overcome negative perceptions.	<b>Parking Services</b> City Development Downtown Association Downtown Commission	2004, Ongoing	Focus Groups; Media
<b>Goal VII.</b> Develop a Park Once and Wayfinding program, enabling visitors to quickly identify a parking facility and, aided by a system of color-coded directional signage, easily walk to any Downtown destination.	<b>City Development Convention &amp; Visitors Bureau</b> Downtown Commission Downtown Association Public Art Board Public Works Engineering	Ongoing	Various
Strategy 1. Form a steering committee that brings together local property owners, business owners, residents and other Downtown stakeholders.	<b>City Development Convention &amp; Visitors Bureau</b> Downtown Commission Downtown Association Public Art Board	2003-2005	Public Meetings; Focus Groups; Media
a. Facilitate a public design process.			
b. Develop a plan for signage design and location.			
Strategy 2. Identify and pursue creative fundraising opportunities to finance design assistance and implementation of signage.	<b>City Development Convention and Visitors Bureau</b> Downtown Commission Downtown Association Public Art Board	2005-2006	Administrative
a. Seek public/private partnerships.			
b. Investigate transportation enhancement funds.			



# Further Reading

## Downtown and surrounding area plans

*Copies of plans may be obtained through the Planning and Development Department.*

Action Plan: Asheville Urban Design. 1986.  
Hayes Seay Mattern, Mattern/Centerbrook/  
Lester Collins.

A Revitalized Downtown: Citizens Summary  
of the Asheville Revitalization Plan. 1978.  
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Dept.

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Biltmore Village Development Plan. 1992.  
Robert Griffin.

Broadway Corridor Plan. 2000. Planning and  
Development.

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and Development.

City of Asheville Pedestrian Thoroughfare  
Plan. 1999. Public Works.

Downtown Asheville Design Guidelines. 199 .  
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tee.

The Eagle/Market Façade Design Guidebook.  
1993. Historic Resources Commission of  
Asheville and Buncombe County.

EastEnd/Valley Street Community Improvement Plan. 1978. Asheville Housing Authority/Butler Associates.

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The Streetscape Plan: Downtown Asheville, NC. 1991. Streetscape Taskforce and City of Asheville.

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Gratz, Robert Brandes and Norman Mintz. 1998. Cities back from the edge: new life for downtown. New York: John Wiley & Sons, Inc.

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Ready, Milton. 1986. Asheville, land of the sky: an illustrated history. Northridge, California: Windsor Publications.

Rybczynski, Witold. 1995. City life. New York: Simon & Schuster Inc.

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Tessier, Mitzi Schaden. 1982. Asheville, a pictorial history. Virginia Beach, Virginia: The Donning Company.

### Downtown Planning Websites \*

**National MainStreet Program**, a program of the National Trust for Historic Preservation  
<http://www.mainst.org>

International Downtown Association  
<http://www.ida-downtown.org>

North Carolina Downtown Development Association  
<http://www.ncdda.org>

American Planning Association  
<http://www.planning.org>

Project for Public Spaces  
<http://pps.org>

North Carolina Chapter, American Planning Association  
<http://www.nc-apa.org>

Pack Square Conservancy  
<http://www.packsquare.com>

**New Urbanism**

<http://www.newurbanism.org/>

**Pack Square Conservancy**

<http://www.packsquare.com>

This list is for informational purposes only and does not indicate an endorsement of the content of these websites.

# Glossary

**Central Business District**—The City of Asheville zoning district that is applied to Downtown Asheville and defines its boundaries.

**City**—With a capital “C” refers to the City of Asheville, when used with a lower case “c” it refers to any city.

**Center City**—A term used interchangeably with “Downtown” or “Downtown Asheville”.

**Downtown**—With a capital “D” refers to Downtown Asheville, when used with a lower case “d” it refers to any downtown.

**Fenestration**—The arrangement and sizing of the windows and exterior doors of a building.

**Gateway**—A physical threshold that marks one’s arrival or departure.

**Gateway Corridors**—The streets that lead to and from Downtown.

**Infill**—The development or redevelopment of underutilized parcels that are located within

the existing Downtown fabric and are already served by municipal infrastructure.

**Infrastructure**—Services and facilities, such as roads, water and sewer lines, other utilities, and communications systems needed to support the functions and activities of the community.

**Linkages**—Passages of travel that connect two places, including streets, sidewalks, bicycle paths and transit routes.

**Mixed-use**—Characterized by two or more distinct land uses, such as residential, commercial and retail, occupying a single site or building.

**Multi-modal**—Means of transport by multiple methods including public transit, walking, bicycling, automobile and ridesharing within a single transportation corridor.

**Node**—A center of activity or development.

**Open Space**—Predominantly undeveloped public land reserved for active and passive recreational uses, as well as public health and safety (quality of life). Includes parks,

greenways, and pedestrian plazas.

**Park Once & Wayfinding**—A signage and directional system that enables visitors to quickly identify a parking facility and travel by foot or via public transit to a variety of destinations.

**Pedestrian Linkage**—A sidewalk or path that provides a pedestrian connection between two points.

**Public Realm**—Aspects of a community that are fully accessible and open to the general public.

**Smart Growth**—Development pattern that makes efficient use of Asheville’s limited land, fully utilizes our urban services and infrastructure, promotes a wide variety of transportation and housing options, absorbs and effectively serves a significant portion of the future population growth of Buncombe County and Western North Carolina, protects the architectural and environmental character of the City through compatible, high quality, and environmentally-sensitive development practices, and recognizes the City’s role as a regional hub of

commerce and employment.

**Streetscape**—All elements that constitute the design, appearance and character of a street, including sidewalks, street furniture, landscaping, signs and lighting.

**Traffic Calming**—Physical improvements to a street that slow traffic speeds and modify driving behavior. Examples include on-street parking, narrower travel lanes, bulbouts, speed bumps, signage and landscaping.

## Acronyms

**Americans with Disabilities Act (ADA)**—Federal law which ensures accessibility of physical structures, setting the minimum standard to accommodate the physically challenged.

**Asheville Area Arts Council (AAAC)**

**Asheville Downtown Association (ADA)** — abbreviated only in the implementation matrix

**Asheville Area Chamber of Commerce (AACC)**

**Asheville Downtown Commission (DTC)**

**Eagle Market Streets Community Development Corporation (EMSCDC)**

**North Carolina Department of Transportation (NCDOT)**

**Pack Square Conservancy (PSC)**

**Public Art Board (PAB)**

**Tourism Development Authority (TDA)**

**West End/Clingman Avenue Neighborhood (WECAN)**

